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MINUTES OF STAFF MEETING
ADMINISTRATIVE STAFF CHIEFS

13 May 1954

1. Colonel White mentioned the Director's approval to redistribute air conditioning equipment among Agency components in order to provide for an equitable allotment. Such a redistribution is feasible at this time, since the Agency's space requirements have now been met, and since no additional air conditioning equipment can be obtained. It appears that a proportionate allotment of the equipment now held will entail redistribution of 144 units throughout the Agency. The Logistics Office will go ahead with the necessary work.

2. Colonel White said that at the moment there were 46 proposed regulations awaiting the resolution of differences on the part of offices whose concurrences were sought. Colonel White felt that in some cases the originating offices should refer such differences to him, especially where too much time was being consumed, or where concurrence could be obtained only by compromising too much the purpose of a particular proposed regulation. He cautioned against the tendency to use the Regulations Control Staff as a device for ironing out all the disagreements which might result from distribution for coordination of proposed regulatory material. Mr. [REDACTED] said he subscribed to the idea that differences should be speedily brought to a point of decision, but that this could be done within the framework of the present system for coordinating regulations. He felt that the present system provides an effective machinery whereby the various reactions can be channeled within each separate component to the level which takes responsibility for the position of the entire component with respect to any particular proposed regulation. He believed that instead of dispersing responsibility of the coordinating process, the present system consolidates it.

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3. A number of projects sponsored by the CIA Career Service Board have reached the completion stage. The Board has approved a program under which junior professional personnel are to be nominated and selected for participation in selected assignments or rotations among Agency components in order to broaden their knowledge and perspectives of the Agency's work. Upon selection, these people will generally be transferred to the Office of Training for the duration of the rotation period. Upon completion of rotation, they will return

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4. Colonel White discussed the question of increasing the number of assignments in DD/A offices of Junior Officer Trainees, who are brought into CIA by the Office of Training for general internship training prior to final Agency assignment. Mr. Garrison said that at least one JOT had been assigned to the Logistics Office during the training period; he felt that junior officers whose academic training had been primarily in public administration could gain considerably and could also contribute effectively through periods of training assignments in DD/A offices. Other office heads agreed with this view, and Colonel White said he would mention this to the Director of Training, in order that DD/A offices might realize greater benefits from the JOT program.

5. Mr. Reynolds said that the Office of Personnel was preparing lists of employees who came within the promotion zones of consideration, and were therefore eligible for promotion from the standpoint of having met time in grade requirements. The information furnished will be current as of 1 June 1954, but will probably not be distributed until 15 June 1954.

6. Mr. [REDACTED] reported that in connection with the manpower utilization survey which is being conducted in the DI/P organization, Mr. [REDACTED] has suggested a simultaneous scrutiny of administrative binds. Such a review would incorporate comments from operating officials as well as a survey of existing regulations for the purpose of

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ascertaining whether all administrative controls now imposed are actually necessary. Mr. [REDACTED] said he would welcome advice from the administrative offices on any procedures which are believed to be needlessly complicated.

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7. Mr. [REDACTED] requested confirmation of his impression that expenditures already approved do not come within the purview of limitations expressed in Budget Bureau Bulletin [REDACTED] and circulated in CIA with Notice [REDACTED]. Colonel White agreed that this statement was correct.

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8. Colonel White indicated that he had released for publication the Budget Call for FY 1956, although he felt that it lacked the complete clarity that he had hoped would make it easily understood. He felt, however, that if offices would consult promptly with the appropriate Budget Analyst, any questions which might otherwise arise could be readily cleared up.

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9. Mr. [REDACTED] observed that very substantial improvements had been made in developing administrative plans for projects. He felt, however, that it was continually necessary to guard against the tendency to write provisions into these plans which are more restrictive, in terms of controls, than are necessary for effective management. General [REDACTED] said that difficulties during audit often could be forestalled if the plan were more explicit in assigning responsibilities and authorities. Mr. [REDACTED] pointed out that the reluctance of operating officials to provide information on the projects for which plans were to be written, sometimes made it virtually impossible to draw up the necessary plans. The tendency to write plans to legalize past transactions of doubtful propriety was again noted by Colonel White, who asked that this problem be met through requests for the write-off of expenses in this category on the basis of a presentation of the pertinent facts. He stated that an administrative plan is essentially an Agency regulation to govern future administrative action to carry out project objectives.

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10. Mr. [REDACTED] discussed certain broad impressions formed on his recent Far East trip. He said that the improved caliber of administrative personnel serving overseas was reflected in the great improvements made, as well as the heightened prestige of administrative personnel. Overseas people continue to feel that Headquarters is failing to find the means for making the career service program meaningful in overseas areas. Particularly, he commented on the widespread feeling that the Agency is not doing what needs to be done to

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make effective assignment planning a reality. Mr. [REDACTED] stated that overseas officials were beginning to be weighted down with over-administration. He believed that numerous controls were being set up which needed simplification in order to free operating people to give more time to operating tasks. Colonel White felt that overall there were more advantages to be gained, and that operating objectives had more assurance of attainment, from the present situation whereby regulations provided guidance and control than previously when operating people were relatively uninformed about their responsibilities in the administrative field. However, he also agreed that everything possible to assist the field should be done and to this end hoped that the survey to be conducted by the Management Staff (paragraph 6.) would point up any instances of unnecessary regulations and controls.

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